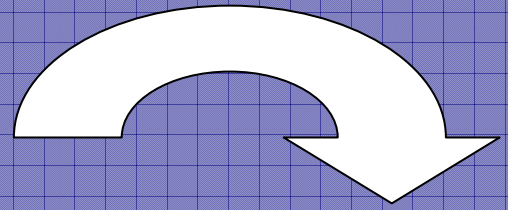


NHDES LEAN Team

Case Study # 2011-10

LEAN Team: 603-271-3503

www.des.nh.gov.



Summary

Organization



Division

Commissioner's Office

Business Problem

The process for submitting items for G&C approval is onerous and often frustrating, sometimes to the detriment of our customers and/or program objectives.

Methodology

Value stream map

Solution

Clearly document procedures; provide training and templates.

Benefits/Results

Decrease processing time by 33%.

Key Tools Used

- Value team map
- Brainstorming
- Fish diagram

Team Leader

Felice Janelle x4848

DES G&C Procedures

The process for submitting items for Governor and Executive Council for approval is not well understood nor defined. Depending on the type of approval being sought, specific documentation and information or wording may be required. Delays in approval are sometimes to the detriment of our customers and/or program objectives. One of the leading causes of these delays is rejection by one or more of the approvers, due to improper or missing information in the package.

Over the past five years, the average time for processing the most common of G&C types, grants and contracts, has been 45 days. This process should take no more than 30 days.

The Process

The team mapped out the process in great detail and then examined each step to identify the root cause of the delay. We determined that the lack of information and training was the most significant factor, as well as the most amenable to correction.

The team consisted of a lead and co-leader and representatives from ARD, CO, WDDAM and WMD all with experience in preparing G&C requests. Also participating was a representative from DAS. Legal advice was provided ad hoc by the Justice Department. The make-up of the team, particularly the participation by DAS, was key to our success. DES team members included Tom Guertin (co-lead), Craig Wright, Steve Croce, and Kent Finemore. Bob Beaulac from DAS was also on the team. Sue Carlson and Evan Mulholland from the Justice Department provided valuable assistance.

The Bumps

We had hoped to obtain participation from WD-WEB and WMD-ORCB.

**"The G&C process –
nobody likes it."
-S. Carlson**

The Results

The following actions were identified for implementation to achieve the desired future state, i.e., standard 30 day or less cycle time.

- Prepare SOP
- Make SOP and examples and templates available on intranet
- Develop a training curriculum
- Identify and train "super-users" from each division to whom people can go to with questions
- Bureau and division approvals next business day
- Submit to COO 30 days before closing date
- COO approval end of second business day

We believe that providing a better initial product for review will eliminate rejections and make the process smoother.

Future Plans

Roll out training to targeted audience by July 1, 2012. Commit to maintaining updated reference materials.

